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ABSTRACT

THE FOLLOWING IS THE FULL TEXT OF THIS DOCUMENT: Set your mission. Agree on it. Keep talking about it. Set annual goals. Not too many. Monitor your progress. Expect results. Unite with your staff chief. Work out your differences. In private. Send out agendas and background material before board meetings. Review meetings in advance with your staff chief. Run the meetings yourself. That's what chairpersons are for. Be in charge. Try never to take a vote. Try to reach consensus. Then there are no losers. Every board member should have a specific responsibility. Interview them and make assignments. Don't be bashful about taking charge. Don't worry about hurt feelings. It's your chance to make a difference! (John Whitehead, Former chairperson, Board of Managers, Haverford College; Managing Partner, Goldman Sachs & Co.) (Author)

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Tips for Chairpersons

- Set your mission. Agree on it. Keep talking about it.
- Set annual goals. Not too many. Monitor your progress. Expect results.
- Unite with your staff chief. Work out your differences. In private.
- Send out agendas and background material before board meetings. Review meetings in advance with your staff chief.
- Run the meetings yourself. That's what chairpersons are for. Be in charge.
- Try never to take a vote. Try to reach consensus. Then there are no losers.
- Every board member should have a specific responsibility. Interview them and make assignments.
- Don't be bashful about *taking charge*. Don't worry about hurt feelings. It's your chance to make a difference!

John Whitehead
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Managing Partner, Goldman Sachs & Co.

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